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Field visits

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Reports of the field visits of the Executive Board

Report of the joint field visit to Cambodia by members of the Executive Boards of UNDP, UNFPA, UNICEF and WFP*, 2-13 March 2009

* This document will also be submitted to the Executive Board of the World Food Programme at its annual session of 2009, as document WFP/EB.A/2009/15-A.

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Summary

After decades of civil war, Cambodia has recently experienced rapid economic and developmental growth. Few post-conflict countries can claim similar levels of progress, but despite this more than 30 percent of the population remains below the poverty line. Relative to the more advanced Asian economies, Cambodia is still comparatively poor in the region and is ranked among the least developed countries in the world. Cambodia continues to count on significant donor support for substantial parts of its social services.

A delegation of 19 members of the Executive Boards of the United Nations Children's Fund, United Nations Development Programme/United Nations Population Fund and the World Food Programme made a joint visit to Cambodia from 5 to 12 March 2009. The delegation met with different stakeholders in the country, including central and local government, the United Nations country team as well as other implementing partners.

The visit provided an opportunity to:

i) gain insight into how the United Nations agencies are working together in synergy at the country level and the potential for greater coherence;
ii) understand to what extent and in what way the United Nations agencies contribute to achieving internationally agreed development goals, including the Millennium Development Goals;
iii) observe how the United Nations agencies support governments in achieving these goals;
iv) review the facets of donor coordination, both between multilateral agencies and with bilateral donors;
v) observe how the United Nations agencies are working with civil society, the private sector and other partners to develop national capacity, with an aim to contribute to achieving the national goals;
vi) look at how the United Nations agencies assist the Government in mitigating the impact on those affected by the economic crisis; and
vii) gain insight into how the new aid environment is impacting the work of the UN country team.

I. Introduction

1. A delegation of 19 members of the Executive Boards of the United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP)/United Nations Population Fund (UNFPA) and WFP made a joint visit to Cambodia from 5 to 12 March 2009. The team leader of the mission was H.E. Sabas Pretelt de la Vega (Colombia), the chief rapporteur was Mrs D. Moyzesová (Czech Republic) and the group rapporteurs were Mr D. Hirsch (Norway), Mr William Exantus (Haiti) and Ms Dianela Pi (Uruguay).

2. The team wishes to thank the Government and the people of Cambodia for their generous hospitality and for the extensive and fruitful discussions. The delegation would like also to express its appreciation to the United Nations country team (UNCT) staff for their dedication and excellent organization of this mission, and for their invaluable input to the discussions.

3. The purpose of the visit was to gain insight into how the United Nations Agencies are working together at country level and to see the potential for greater coherence, as well as how they work with other partners including the Government, private sector, non-governmental organizations (NGOs), bilateral donors, local authorities, etc., taking into consideration the world economic and financial crisis. Further, the delegation wanted to understand the contribution of the United Nations to the achievement of the Millennium Development Goals (MDGs) and observe how the United Nations agencies support governments in achieving these goals.

II. Background

4. The Cambodian civilization has a rich and ancient culture, but since obtaining independence in 1953, the country suffered a long war and civil conflict for nearly three decades. Most of its human resources, institutional and physical infrastructure was destroyed, especially as a consequence of the Pol Pot terrorist regime and the ravage of the Khmer Rouge in the period 1975–1979, when almost one quarter of the population were either killed or died of starvation.

5. Since the "Paris Peace Agreements" in 1992, Consultative Group Meetings on assistance to Cambodia have been held, where donor countries have been evaluating the reform process achieved by the Cambodian Government. At present, there is a growing concern that the global financial and economic crisis will significantly slow progress.

6. Cambodia is among the poorest countries in the region, and in the world. It remains a predominantly rural society, but the global trend of migration towards urban centres is accelerating. Its current population is among the youngest in the world, with some 62 percent of people under 24 years of age.

7. About 90 percent of Cambodians are Buddhist. The religion was introduced from Sri Lanka in the 13th and 14th centuries, gradually replacing Hinduism as the state religion. It was banned by the Khmer Rouge in 1975 but revived following its overthrow. Cambodia's population also includes Muslim and Christian minorities.

8. Over the past decade, Cambodia witnessed an impressive growth with about 10 percent gross domestic product (GDP) growth for the last four years. Nevertheless, it is still afflicted by widespread poverty with an estimated 35 percent of the population remaining below the poverty line.

9. About 40 percent of the national budget is dependent on foreign donations and loans. Japan is the biggest bilateral donor and the Asian Development Bank is also an important contributor. United Nations agencies, programmes and funds are mainly operating through field activities.

10. The Cambodian National Strategic Development Plan (NSDP 2006–2010) is composed of six thematic areas: i) governance; ii) enhancement of agriculture; iii) human resources; iv) development; v) infrastructure; and vi) private sector and employment.

11. The priorities of the United Nations Development Assistance Framework (UNDAF) for Cambodia are focused on four thematic areas: i) good governance and the promotion of human rights; ii) capacity-building and human resource development; iii) agriculture and rural poverty; and iv) support to the implementation of the NSDP. These priorities contribute to achieving the MDGs in Cambodia (including a ninth goal relating to demining, unexposed ordnance and victim assistance).

12. Youth and education are clear priorities of the Cambodian Government and also a priority theme in the UNDAF in Cambodia.

13. Cambodia has the highest levels of maternal mortality in the region, with 472 deaths per 100,000 live births. Both the Government and the United Nations have been concentrating on this problem and are slowly making small gains.

III. Findings

General

14. The joint field visit provided an opportunity for the Executive Boards of UNDP/UNFPA, UNICEF and WFP to exchange views with the representatives of the United Nations, the Government, civil society, development partners, the private sector and NGOs, and to assess the United Nations support through the implementation of projects and programmes throughout the country and the challenges which persist. The visit was also an opportunity to see first-hand how the United Nations agencies are working together in synergy at the country level to help the Cambodian Government deliver results and reach development goals including the MDGs, through implementation of the NSDP.

15. There are several systemic challenges facing Cambodia, including, the large deficit in skilled human resources after years of civil conflict, corruption, a low rate of literacy and a relatively high rate of poverty (approximately 30–35 percent), in addition to a young population that also poses demographic challenges. Another challenge is the highly fragmented aid environment.

16. In spite of all these challenges the Government of Cambodia has managed to rapidly reduce poverty at a rate of 1 percent per year, as well as making significant progress in other areas, such as significant reduction in child mortality and HIV prevalence rates and increased primary education enrolment rates. This has also been achieved with the support of the United Nations, and other multilateral and bilateral donors.

17. As is the case for many other developing countries, maternal mortality is identified as an area where special attention is needed, as the country is not on track to meet the MDG related to maternal mortality. The indicators are poor and progress is lacking particularly on this goal.

18. The Government is also working with the United Nations and bilateral and multilateral donors on aid coordination issues, and leads technical working groups of donors to better coordinate implementation in the different sectors and priority areas. In this regard,

Cambodia is showing national leadership, including through the Council for the Development of Cambodia (CDC) and the Cambodian Development Cooperation Forum (CDCF).

Health

19. The health sector in Cambodia is still underdeveloped and aid reliant, and suffers from a low level of resource allocation, especially with regard to reproductive health. Although significant progress has been made in life expectancy, child mortality, eradication of polio and reduction of HIV prevalence, some challenges remain:

- There has been no improvement in the maternal mortality rate for several years and little progress in reducing malnutrition. Cambodia has one of the highest rates of maternal mortality in South-East Asia, with 472 deaths per 100,000 live births.
- Health inequalities between socioeconomic groups still exists and are in some cases rising. A child born in a poor household is four times more likely to have been born without prenatal care, twice as likely to suffer from severe malnutrition and three times as likely to die before reaching their fifth birthday.
- Quality of care and public health sector effectiveness are low and recruitment and retention of sufficient numbers of competent staff is difficult.
- The sector is characterized by high reliance and fragmentation of aid: 19 percent of Cambodia's aid is to the health sector via more than 100 projects and through more than 20 partners.
- In rural and remote areas the population only has access to very basic health centres (one health centre per 8–12,000 capita). In case of serious diseases, illnesses and injury often around 3–4 hours of travel is needed to reach a provincial hospital. Health services are also often associated with certain costs which is an impediment to access for the poorer segment of the population.
- Cambodia has made significant progress over the last several years to reduce its HIV national prevalence from 2 percent to less that 1 percent. However, prevalence remains high in some most-at-risk groups including sex workers, men who have sex with men and injecting drug users. This demonstrates the need to shift the focus of the HIV response to address what is now a concentrated, rather than generalized, epidemic. Preventing mother-to-child transmission is also a challenge. Despite high uptake of voluntary and confidential counselling and HIV testing of pregnant women, the number of HIV positive women receiving treatment for their unborn baby is very low, at just 4 percent in the case of one hospital visited (Kampong Chnang). Prevention of mother-to-child treatment (PMTCT) needs to be substantially scaled up.

20. To face these challenges, the government's Health Sector Strategic Plan (2008–2015) is supported by seven development partners, including UNICEF and UNFPA, through a pooled fund and sector-wide approach. This Plan provides a good example of alignment, harmonization and coordination among partners. Regular meetings take place and greater transparency has resulted in improved division of labour. The most important priority is to decrease the maternal mortality rate. The Plan is composed of four components; strengthening health service delivery, improving health financing, strengthening human resources by a reinforcement of capacity building, and strengthening stewardship and governance.

21. To improve health financing as well as access to and utilization of services by the poor, a fast track initiative is under implementation that allows, among other measures, the distribution of US$15 per delivery by skilled birth attendant, the amount being shared among all parties involved. Moreover, an equity fund has been established, supported by UNFPA, to

subsidize access of poor people to health services. The fund is still not sufficiently financed to reach all parts of the population, but has played a part in increasing the number of women giving birth in a health facility and with a skilled birth attendant.

22. At the referral hospital in Kampong Chnang the delegation saw some of the interventions that the Government, together with UNFPA, UNICEF, WFP and a large number of NGOs, is undertaking in order to improve access to health services. For example, WFP supplies food to people living with tuberculosis (TB) and HIV/AIDS, orphans and other vulnerable children as part of home-based care services. WFP also supports the national tuberculosis plan. The percentage of women giving birth assisted by skilled attendance has improved, partly because of the implementation of a voucher system for people who cannot afford reproductive health services (UNFPA equity fund for reproductive health). However, obstetric care is still at a relatively low level of quality and use of contraception has stagnated at 26 percent nationally for some years. These are also challenges that will require greater focus.

Gender

23. Gender issues have been integrated and prioritized in the National Strategic Development Plan 2006-2010 and other working documents and policies of the Cambodian government. During the delegation's visit, Cambodia participated in International Women's Day on 8 March, and this demonstrated the engagement of the Government on gender issues. A 2008 Gender Assessment undertaken by the Ministry of Women's Affairs together with its main partners (UNDP, UNFPA, UNIFEM, UNICEF, Asian Development Bank [ADB] and *Gesellschaft für Technische Zusammenarbeit* – German Agency for Technical Cooperation – [GTZ]) demonstrated that even though there has been progress and some positive changes on gender over the last years, gender inequality remains a significant problem. The assessment highlights some of the challenges such as: women still being underrepresented in government; the gap between school retention rates of boys and girls; traditional gender attitudes and relations and discrimination and unequal salary levels.

24. Violence against women and girls in Cambodia is also a particularly pressing issue. Physical violence and economic hardship have made women and girls vulnerable to trafficking and exploitative prostitution. Cambodian women, especially young women, who migrate to neighbouring countries in search of work, are extremely vulnerable to various forms of violence and exploitation. Domestic violence, though thought to be under-reported, is widespread and also widely accepted, even by women. Women and girls continue to face significant obstacles in accessing justice – the rule-of-law is not fully accepted or integrated within the justice system, there is no juvenile justice system and no child-friendly policies in place, impunity is rife, there is limited availability of legal aid, and the high cost of obtaining medical certificates to prove sexual assault are severe deterrents to women reporting abuse.

25. The Ministry of Women's Affairs has formulated six main policy recommendations regarding:

i) **Gender disparities in education.** Includes lowering the illiteracy rate of women, increasing the retention rate of girls, improving dormitory services for girls at schools, creating scholarship possibilities and improving child-care options.

ii) **Gender and health.** Includes sexual and reproductive health and rights and lowering the high maternal mortality ratio (472/100,000) and HIV prevalence.

iii) **Legal protection.** Includes land law and land entitlements, human trafficking and cultural violence.

iv) **Economic empowerment**. In order to empower women economically the Ministry supports skills training for girls, developing entrepreneurship for women and access to micro-credits.

v) **Gender disparities in politics and public decision-making**.

vi) **Mainstreaming gender**. A policy is set up to address gender within all government institutions, national and sectoral policy, and expenditures (gender-sensitive budgeting).

26. Several United Nations agencies are engaged in gender issues in Cambodia. A gender advisor from UNDP is seconded to the Ministry of Women's Affairs. National capacity, however, remains weak. It would appear that further improvements could be made in order to streamline the work of the various United Nations agencies and partners in gender equality.

Education

27. The education sector has seen its share of the national budget rise significantly (estimated at 20 percent), and can also point to very positive results, particularly with regard to primary school enrolment, which is the ninth highest among developing countries.

28. In the school year 2007/2008, the overall net primary enrolment rate was 93 percent, equally distributed by gender. Challenges remain in addressing the persistently high drop-out rate (only 52.5 percent of students reached the final year of primary school, Grade 6, 2006/2007), due to late entry into primary school, high repetition rates, household duties, internal migration, and child participation in economic activities. Many teachers are under-qualified, and low pay often forces teachers to seek additional employment, reducing their ability to carry out their teaching duties. In addition, the direct and indirect costs of education can discourage poor families from sending their children to school. The early schooling of children in rural areas is particularly affected. The aforementioned problems of school attendance, dropouts and repetition are particularly critical among girls.

29. UNICEF, WFP and UNFPA have joined efforts in partnership with the central government and local authorities to tackle these problems. WFP's education activities include a school feeding programme and a food scholarship scheme, which has been implemented in half of the country's 24 provinces. UNICEF child-friendly school programmes have been widely implemented. There is extensive collaboration between and among WFP, UNICEF and other agencies, as well as implementing partners; providing other parts of support e.g. in creating curriculum, in the area of water and sanitation, hygiene training and capacity-building of teachers and school directors.

30. The delegation found that in areas where the feeding programme has been implemented, the attendance rates are higher than the national average. Other benefits of the programme include improved retention rates and better performance. The number of beneficiaries has gradually increased, but the Board members also noticed that the resources engaged remain limited.

31. There is significant involvement of the local community in implementation of the school feeding programme, which builds ownership. This was demonstrated during discussion with the commune council when they highlighted school feeding as a priority for United Nations engagement. Through purchase of local products, use of local transportation and direct participation of local people as cooks and storekeepers, the programme has clear benefits for local industry. However, these benefits could be further enhanced by increased use of local resources, where possible. Furthermore, South-South cooperation should also be considered as a modality. Water and sanitation remains a key area of concern for many schools.

Democratic governance

32. Improving governance, reducing corruption, strengthening the rule of law, including the problem of land rights, and increasing accountability are all critical challenges that will have to be dealt with in order to reach objectives in other sectors set out in national plans. Through

technical and policy advice, funding and mobilizing support, UNDP and its partners work to promote further democratization, strengthening governance and accountability.

33. The Government's National Strategic Plan places decentralization and deconcentration at the centre of poverty reduction, and UNDP in partnership with other donors, is supporting the Ministry of Interior in the implementation of the decentralization and deconcentration (D&D) reform.

34. A visit to commune-level councils (made up of about 20 villages) demonstrated to the group the engagement of all four agencies at the grass-roots level. The commune councils provide for the empowerment of local communities and facilitate their engagement in participatory processes. There appeared to be good alignment between the development priorities at the commune level and the national level.

35. The councils include both women and youth representatives, supported by UNICEF. However, for a young population (about 60 percent under 24 years of age), it would seem that youth participation could be even greater. Child participation does not appear to currently take place. The UNCT in Cambodia is the only one in the world to have a Youth Advisory Panel which advises on programming and decision-making – this is an excellent example of youth participation that we suggest the UNCT could share with all levels of government in Cambodia. In addition to increased involvement of youth, there is also room for improvement in the gender parity in the councils.

36. The councils have a very limited amount of resources available, in addition to having to deal with multiple implementing partners including United Nations agencies and local and international NGOs. Further support of the D&D reform seems to be needed in order to strengthen local empowerment and involvement in democratic processes, as well as improving coordination efforts also on a local level in order to make way for a less complicated aid environment. The need for capacity-building at the village/commune levels is also a key challenge in improving democratic and participatory governance.

Sustainable development

37. Natural resources are a key asset for the people of Cambodia, especially poor households. However, a rapidly expanding population, soil degradation and deforestation as well as a decreasing fishery stock are threatening the sustainability of development, especially in rural areas where most people's livelihoods depend directly on natural resources.

38. While the legal framework to protect vulnerable environments exists in Cambodia, the capacity for enforcement is still low (25 percent of total land in Cambodia is designated as protected area).

39. The delegation observed parts of the sustainable livelihoods programmes which are carried out in collaboration with United Nations bodies and other international and local stakeholders in the area of Boeung Tonle Sap (Tonle Sap Lake). This huge lake is the largest inland fishery in South-East Asia – 400,000 mt a year. It provides more than 75 percent of the fish consumed in Cambodia. The objective of the sustainable development programmes is to give local communities alternative livelihoods in order to reduce dependency on water resources and negative impacts on the fragile ecosystem. The livelihood component is jointly operated by TSCP (Tonle Sap Conservation Project) and United Nations Volunteers (UNV). At the same time, the programmes are aimed at building capacity and local ownership through the engagement of the community.

40. Ecotourism has been identified as one tool for providing people with economic activity and, at the same time, protecting flooded forests and other natural resources in Kmpong Phlug. A Small Grants Programme (SGP) – amounting to US$20,000–US$50,000 – supports activities of NGOs and community-based organizations and national UNVs as well

as UNICEF (education), UNDP (livelihoods and conservation of ecosystems), United Nations Educational, Scientific and Cultural Organization (UNESCO) (monuments management regime/biosphere reserve), UNFPA (health) and the Food and Agriculture Organization of the United Nations (FAO) (know-how on community fishing).

41. There are still many challenges to tackle in balancing the needs of the local people and the conservation of the environment. Fish stocks remain under threat by large commercial interests, while revenue generated by tourists is threatened by continuing environmental degradation. Key challenges remain in balancing the impact of tourism on the natural environment and protecting and preserving the environment while ensuring steady and increasing revenue streams to sustain local livelihoods.

Cultural heritage

42. In 1992, after the Paris peace agreements, the Angkor Site was inscribed on the World Heritage List. Currently parts of the site are being restored in cooperation with the Government through the Authority for the Protection and Management of Angkor and the Region of Angkor team, Japanese and Indian experts with UNESCO providing coordination and administration.

43. The most challenging aspects are related to e.g. the maintenance of the mixture of botanical and ruin aspects of the Ta Prohm temple. The delegation also noted the potential harm from tourism, and recognizes the challenge of balancing development of the tourism sector with preservation and conservation concerns.

Coordination among United Nations agencies

44. There are 23 different United Nations agencies, funds and programmes in Cambodia. While not a "pilot" country, the country team in Cambodia has incorporated several elements of "Delivering as One" to improve the effectiveness of the United Nations system in implementing the country programme and supporting national development by trying to reduce transaction costs through coordinated and harmonized approaches. The Resident Coordinator (RC) has established a clear delineation of his authority, with financial and programme authority for UNDP programmes delegated to the UNDP country director. This has allowed the RC to focus on United Nations system coordination and appears to have benefited the country team as a whole.

45. The UNCT has been established to streamline the activities of individual United Nations agencies, programmes and funds and to represent the United Nations system with one voice under the leadership of the RC. Common Service priorities will focus on the implementation of the Harmonized Approach to Cash Transfers (HACT) modality across all relevant United Nations agencies through systems of analysis and personnel training. There are also plans for common United Nations premises. A joint United Nations communications strategy ensures that key messages for the public, media and partners are coordinated and channelled through a common point in the RC's office.

46. The delegation also noted that inter-agency teams have been set up to work with cross-cutting issues like HIV/AIDS, gender, etc. There was also evidence of One Programme and joint programming centred around strengthening the UNDAF, including through aligning the United Nations' comparative advantage and priorities with the UNDAF and the NSDP, and that this is a positive factor in improved coordination. Identifying points for joint advocacy and joint communications also appears to positively contribute to greater coordination.

47. Recognizing that national circumstances vary, the efforts of the UNCT were focused on ensuring that the United Nations system "Delivers as One" by using flexible and pragmatic approaches.

Cooperation of the UN Country Team (UNCT) with the Cambodian Government

48. The General Assembly's vision in regard to the development process and the role of the operational activities of the United Nations for development is that each country must take primary responsibility for its own development on the basis of national policies and development strategies. Capacity development is therefore at the core of the United Nations' operational activities.

49. The Board members found that the United Nations system has supported the Cambodian government in forming national policies and objectives, and the UNDAF 2006–2010 is aligned with the NSDP. The United Nations fully supports the national development processes and the mechanisms of aid effectiveness coordinated through the CDCF, where the UNCT is an active participant. Furthermore the United Nations co-facilitates 8 out of the 19 technical working groups led by the Cambodian Government in an effort to better coordinate implementation among donors.

50. However, national institutional absorption capacities are still limited, constraining the effective use of available resources, in particular when it comes to national execution. The United Nations has articulated capacity-building and human resource development for the social sectors as one of its four areas of priorities, and the delegation underlines the need for a continued focus in this area.

Coordination between the United Nations and other donors

51. The delegation observed that there is excessive fragmentation of aid in Cambodia. Strengthened government capacity to oversee and coordinate international aid is required to ensure effective use of limited resources. In this regard the Board members welcome the efforts by UNDP and other donors to support the Government's efforts on aid effectiveness including the organization of the CDCF.

IV. Conclusions and Recommendations

United Nations support to the Government in reaching the Millennium Development Goals

52. The Board members found that important achievements have been made in key areas such as poverty reduction, reduction of child mortality, reduction of HIV prevalence and education for all, and that efforts from the Government in other areas such as the preservation of biodiversity and cultural heritage, supported by the United Nations and the rest of the international community are slowly making an impact.

53. Further, the Board members found that although results may be lacking, important policies and priorities have been set to lower maternal mortality rates. Programmes, such as midwife training and improving access to health services without excessive fees, will help to work towards the achievement of MDG 5, with the support of UNFPA and other United Nations partners. The United Nations system must ensure continued support so that eventually no woman in Cambodia will die giving life.

54. In the Kampong Thom province, the delegation could see the successful school feeding programme, supported by WFP and UNICEF and carried out through the Cambodian national child protection programmes. Initiatives such as this have helped to improve school enrolment to 93.3 percent, as well as retention and performance. It is recommended that WFP intensify unannounced monitoring visits to ascertain that reported beneficiary numbers correspond to actual. It is recommended that the United Nations consider encouraging an increase in national resources for this programme, improving focus on retention and quality education. Keeping children in school will not only provide for education but also help to protect children from violence and exploitation.

55. The delegation has also seen that it is critically important that girls receive an education and that parents and communities are able to support girls to stay in school. It is also recognized that the Government has a high-level political commitment to gender equality and that a gender perspective has been mainstreamed into all policies. Sustained effort by all stakeholders will be required to keep gender equality and women's empowerment mainstreamed throughout all levels and sectors.

56. The Board members further noted that socioeconomic disparities still exist regarding access to education and health services, and encourages the United Nations system to continue to support the Government in its efforts to provide equity in access to public services.

57. To secure further progress on development greater emphasis can be placed on building capacity at the local and community levels as well as capacity development for improving service delivery lines at the district and provincial levels. It will also be crucial to strengthen democratic governance, human rights and rule of law, including through the D&D reform, supported by UNDP, and the protection of land and tenure rights, both in rural and urban areas.

Coherence, Donor Coordination and Aid Effectiveness

58. Bearing in mind that coordination activities can represent transaction costs, the United Nations development system is requested to continue to harmonize and simplify rules and procedures where practical and possible, and in particular when this can lead to a reduction in administrative costs, including also the burden for national partners. The delegation therefore acknowledges the UNCT's efforts in exploring, for example, the possibilities for common premises for the United Nations agencies in Cambodia, while cognizant of the challenges, and further recommends to continue exploring other means of rationalizing administrative costs such as common support services.

59. The UNCT, headed by the RC, has taken significant steps to improve coordination among its member agencies, including through the development of a joint United Nations Communications and Advocacy Strategy. The aim of the joint strategy is to enable the United Nations to coordinate communication activities and to deliver key messages in a coherent way. In partnership with the Cambodian Government, the coordination efforts should help to achieve better development results in Cambodia.

60. The Council for the Development of Cambodia works with all development partners to support national ownership and mutual accountability. However, while solid processes based on the Paris Declaration on Aid Effectiveness have been developed, including the Cambodian Action Plan on Harmonization, Alignment and Results, and accompanying joint monitoring indicators, there is still little evidence to show a link to improved development results.

61. Challenges include the number of development partners and lack of equality in aid relationships, reluctance and inability of partners to use national systems, and a lack of capacity in many line ministries to effectively implement coordination processes. The programme-based approach in the health sector, which has culminated in a sector-wide approach which includes both UNICEF and UNFPA, is a good example of success in this area, but is still at the early stages. In any case, efforts made by the international community should be accompanied by greater financial involvement of the Cambodian Government. Continued attention should therefore be given to the need for coordination of all donor activities in Cambodia, in accordance with the Paris Declaration principles on aid effectiveness.

ANNEX I – LIST OF PARTICIPANTS				
	UNDP	**UNFPA**	**UNICEF**	**WFP**
Regional Groups	*Participants from New York*	*Participants from New York*	*Participants from New York*	*Participants from Rome*
Africa	Mr Omary Mjenga Second Secretary Permanent Mission of the United Republic of Tanzania	Ms Roselyn Makhumula Minister, Deputy Perm. Rep. Permanent Mission of the Republic of Malawi	Mr Sidi Ould Ghadi First Counsellor Permanent Mission of the Islamic Republic of Mauritania	Mr Jean Baptiste Grovogui Political Counsellor Embassy of the Republic of Guinea
Asia and the Middle East	[no participant]	Mr Awsan Al-Aud Third Secretary Permanent Mission of the Republic of Yemen	Mr Hossein Gharibi First Counsellor Permanent Mission of the Islamic Republic of Iran	Mr Esteban Pagaran Assistant Agricultural Attaché Embassy of the Republic of the Philippines
Latin America and the Caribbean	Mr William Exantus Minister Counsellor Permanent Mission of the Republic of Haiti *Board Vice President*	Ms Janil Greenaway Minister Counsellor Permanent Mission of Antigua and Barbuda	Ms Dianela Pi First Secretary Permanent Mission of the Republic of Uruguay	H.E. Sabas Pretelt de la Vega Ambassador Embassy of the Republic of Colombia
OECD Countries	Mr Daniel Hirsh Second Secretary Royal Norwegian Permanent Mission	Ms Carmen Hagenaars Policy Officer MFA *(from the Hague)* Kingdom of the Netherlands	Ms Anna Lipchitz Counsellor Permanent Mission of France	Ms Nathalie Cohen Senior Development Adviser *(from New York)* Australia AID Mission, NY
Eastern Europe	Mr Alexander Alimov Senior Counsellor Permanent Mission of the Russian Federation	Mr Dragan Micic First Secretary Permanent Mission of the Republic of Serbia *Board Vice President*	Ms Jasminka Dinic Minister Counsellor Permanent Mission of the Republic of Croatia	Ms Daniela Moyzesová Permanent Representative Embassy of the Czech Republic
Secretariats	Ms Rekha Thapa Secretary to UNDP/UNFPA Board	Mr Kwabena Danquah Chief UNFPA Board and External Relations Branch	Ms Christine Muhigana Assistant Secretary to UNICEF Board	Ms Claudia von Roehl Secretary to WFP Board

ANNEX II – SUMMARY OF THE WORK PROGRAMME

Thursday 5 March

- Security briefing
  Deputy Security Adviser, United Nations Department of Safety and Security
- Introduction to the United Nations in Cambodia and the national context
  United Nations Resident Coordinator
- Briefing on United Nations development priorities in Cambodia
  United Nations country team
- Visit to Toul Sleng, S-21 Museum
- Informal Executive Board meeting
- Welcome reception

Friday 6 March

- Briefing on aid effectiveness
  Deputy Secretary General, Council for the Development of Cambodia (CDC)/Secretary General, Cambodia Rehabilitation and Development Board (CRDB)
- Meeting with the Secretary of State for the Ministry of Interior
- Lunch meeting with the Minister for Women's Affairs
- Flight to Siem Reap
- Briefing on the Siem Reap Programme

Saturday 7 March

- Visit to child-friendly school and school feeding programme - Staung District and Kampong Svay District
- Lunch with Governor of Kampong Thom Province
- Visit with commune councils, women and children committees concerning health, population and gender issues - Kampong Svay District

Sunday 8 March: Visit to Tonle Sap Great Lake Biosphere

Visit to Chong Khneas Port, Prek Toal *(Group 1)*

- Briefing on Prek Toal Core Area Management Centre Project
- Visit to community farms (fish and crocodile, vegetable and mushrooms) and schools

Visit to Kampong Plok Community-Based Ecotourism Centre *(Group 2)*

- Briefing on roles of commune councils in supporting community-based natural resource management
- Visit to commune and village

Monday 9 March

- Visit to Angkor Temple Heritage Complex
- Meeting with the technical teams at Bayon Temple and Ta Prohm Temple
- Visit to Angkor Wat
- Dinner with Governor of Siem Reap Province

Tuesday 10 March

- Briefing in Phnom Penh on health and education issues
  United Nations country team
- Meeting with the Minister of Health
- Meeting with the Minister of Education
- Joint Executive Board meeting

Wednesday 11 March: Visit to Kampong Chhnang

- Youth-focused projects in Trork Kandal Village, Sre Thmey commune, Ro Lea Pa Ear District *(Group 1)*
- Kampong Chhnang Referral Hospital – health centre visit – reproductive and maternal health – prevention of mother-to-child transmission and equity funds *(Group 2)*
- HIV and AIDS projects (food distribution and health education by NGO), Aranh Pagoda, Srae Pring village, Kampong Chhnang district *(Group 3)*

Phnom Penh

- Visit to WFP Asia Regional Response Facility
- Courtesy visit
  Deputy Prime Minister and Minister of Foreign Affairs and International Cooperation

Thursday 12 March 2009

- Debriefing
  Deputy Secretary General, CDC/Secretary General, CRDB

ACRONYMS USED IN THE DOCUMENT

CDC	Council for the Development of Cambodia
CDCF	Cambodian Development Cooperation Forum
CRDB	Cambodia Rehabilitation and Development Board
D&D	decentralization and deconcentration
MDG	Millennium Development Goal
NGO	non-governmental organization
NSDP	National Strategic Development Plan
RC	Resident Coordinator
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteer